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President: Mr. Jürgenson (Vice-President) ..... (Estonia)

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In the absence of Mr. Oh Joon (Republic of Korea), Mr. Jürgenson (Estonia), Vice-President, took the Chair.

The meeting was called to order at 10.10 a.m.

Agenda item 8: Integration segment (*continued*)

Panel discussion: "Policy innovation and integration — views from the multilateral system"

1. **The President** said that the panel discussion would address how policy innovation and integration at the national level could be bolstered through international and regional platforms. The panel would also consider the implications of the principle of integration for the United Nations system in implementing the 2030 Agenda for Sustainable Development.

2. **Mr. Ullah** (Executive Director, Stakeholder Forum for a Sustainable Future), moderator, accompanying his remarks with a digital slide presentation, said that integration was a core concept of the 2030 Agenda. The Stakeholder Forum for a Sustainable Future had produced three reports on universality and integration in the context of the Sustainable Development Goals. The first report considered what such universality meant in practice, in particular for developed countries. To be universal, a goal or target should be applicable to any region or State, be implementable with a reasonable amount of resources and have a real impact on global sustainability. The Sustainable Development Goals that presented the greatest opportunities for transformational development in developed countries concerned affordable and clean energy, climate action and responsible consumption and production.

3. The second report identified three types of integration within the Sustainable Development Goal framework: the systemic, holistic approach, the balancing of the three dimensions of sustainable development and the use of explicit interlinkages between goals and targets. The finding that interlinkages offered the greatest opportunity to operationalize integration had led to the third report, which consisted of a pilot study to test a new methodology for classifying interlinkages between targets. The study had identified 23 interlinkages between targets related to responsible consumption and production and targets under other Sustainable Development Goals. The methodology could be used by others to identify interlinkages relevant to them, which would provide an indication of the partnerships required for optimal implementation of the 2030 Agenda.

4. **Mr. Friis Bach** (Executive Secretary, Economic Commission for Europe (ECE)), panellist, speaking also as Coordinator of the Regional Commissions, said that many lessons about breaking down silos and promoting innovation and integration could be drawn from the multi-stakeholder process agreed upon at the United Nations Conference on Sustainable Development in 2012, which had been the driving force behind the Sustainable Development Goals. Despite the scepticism of some Member States, it had been possible to break down barriers and reach an agreement on the Goals, thanks to multi-stakeholder partnerships. The process of turning the agreement into action must likewise involve all partners and sectors of society.

5. Ensuring multi-stakeholder participation would mean involving civil society, private companies and universities in finding and implementing new solutions to problems. The results of the 2009 United Nations Climate Change Conference in Copenhagen had been poor because the focus had been on quotas and constraints. In contrast, the Sustainable Energy for All initiative, with its focus on delivering electricity to the poor, investing in renewable energy and energy efficiency and creating dignified, green jobs, had been of much greater interest to stakeholders.

6. In order for the 2030 Agenda to change the world, it would also have to change the United Nations. Current efforts by regional commissions to work more closely with other United Nations entities were sometimes impeded by mandates, management structures and budgets. In particular, project-based funding, the dominant funding mechanism for many United Nations bodies, made it difficult to adjust organizational structures or build new partnerships. Serious discussions on how to enable all stakeholders to work together in the most effective way and, in particular, how to create new funding and management mechanisms and ensure that the 2030 Agenda was considered a single mandate for the entire United Nations system, were needed.

7. At the national level, barriers between ministries and between Governments, the private sector, civil

society and academia must be broken down. Many countries had already begun to engage in interministerial processes in order to take a whole-of-government approach to the implementation of the Sustainable Development Goals.

8. The regional commissions constituted an intergovernmental structure through which Member States could work to cross traditional boundaries and engage in new processes. The regional commissions had already begun work on the Sustainable Development Goals: the Economic and Social Commission for Asia and the Pacific had conducted studies on balancing the three dimensions of sustainable development, the Economic Commission for Africa had produced a report on green industrialization for the continent, the Economic Commission for Latin America and the Caribbean had conducted studies that demonstrated that tackling inequality required work across all sectors, the Economic and Social Commission for Western Asia was helping Member States carry out modelling exercises and build pathways to sustainable development and ECE had begun work in the areas of transport, health, the environment and the economy. He invited Member States to use the regional commissions to innovate, learn and break down the silos that had shaped previous policies.

9. **Mr. Abdelaziz** (Special Adviser to the Secretary-General on Africa), panellist, said that policy integration and innovation was a necessity, not an option. It was worth noting that the United Nations system, under the leadership of the United Nations Development Programme (UNDP) and the United Nations Development Group (UNDG), had been reflecting on the reforms needed to deliver as one and make the system fit for purpose even prior to the adoption of the 2030 Agenda. The balanced integration of the three pillars of sustainable development in the work of the United Nations was crucial to ensure that progress on each Sustainable Development Goal contributed to the achievement of the other Goals.

10. The multilateral system should support policy integration and innovation at the regional and subregional levels, including Agenda 2063: The Africa We Want, the African Union strategic framework for sustainable development. There were many synergies and complementary elements between Agenda 2063 and the 2030 Agenda. The First Ten-Year Implementation Plan (2014-2023) of Agenda 2063 emphasized the interdependence of natural resource management, agricultural development, industrialization and regional integration, and underscored the importance of economic development and capacity-building in boosting productive capacity, promoting structural economic transformation and building resilience to crises and the effects of climate change. Its goals and targets had been integrated into national plans, with the support of the African Union Commission, the African Development Bank and the Economic Commission for Africa.

11. His Office, in collaboration with the African Union Commission and the Government of Sweden, had held a high-level forum in April 2016 on early action and results on the 2030 Agenda in the context of the First Ten-Year Implementation Plan of Agenda 2063. A number of recommendations had resulted including the incorporation of integrated goals and targets related to both agendas in national and regional development plans; the development of a single reporting framework at the national, regional and global levels to promote the mutually reinforcing implementation of the goals; the strengthening of national and regional capacity in data and statistical systems; the enhancement of international support for the priorities identified in Agenda 2063, such as the establishment of a continental free-trade area by 2017; the promotion of partnerships in areas such as resource mobilization, the curbing of illicit financial flows, trade and investment and technology development and transfer; the honouring of commitments related to official development assistance; and the strengthening of United Nations cooperation with the African Union and regional organizations in conflict prevention and resolution, peacekeeping, peacebuilding and the promotion of the rule of law and good governance. To move forward with those recommendations, the United Nations should increase its support for the African Union, the regional commissions and the New Partnership for Africa's Development.

12. Young people were valuable agents of change, and Africa had the youngest population in the world. Harnessing that demographic dividend and promoting participation would be essential to fostering policy innovation there. Since 60 per cent of the unemployed in Africa were young people, capitalizing on the continent's demographic advantages would require investment in education, training and entrepreneurship. Information and communications technology could

also help to overcome development challenges. The United Nations system should support efforts to replicate successful initiatives such as those related to microfinancing in Kenya and social justice in Uganda. African countries had demonstrated a commitment to women's economic participation, which was a strong foundation for promoting the participation of women and youth in the implementation and monitoring of development policies.

13. **Mr. O'Neill** (Assistant Administrator, United Nations Development Programme (UNDP)), panellist, said that, after a decade of discussions within the United Nations system, the 2030 Agenda was an opportunity to make the system fit for purpose; that was the third element of the new development structure, alongside the Sustainable Development Goals and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development. The discussions on those matters in the Council were a preface to the 2016 quadrennial comprehensive policy review. Progress had been made over the previous 10 years, as evidenced by the fact that the "Delivering as one" initiative, which had proved effective in tackling fragmentation at the country level, was being implemented voluntarily in 53 States.

14. Transparency had also improved. UNDP had been declared the most transparent aid agency in the world for the previous two years, and the United Nations Children's Fund (UNICEF) was third in the rankings. The 2030 Agenda presented new challenges in that regard, which were currently being examined. Efforts to reform the system from within would benefit from continued support from Member States.

15. One of the great challenges and virtues of the 2030 Agenda was that it required Member States, the United Nations system and other partners to overcome barriers and make the most of strategic links across goals and targets. It also brought together the social, economic and environmental dimensions of sustainable development, which would benefit both people and the planet. The 2030 Agenda implementation process would also support the implementation of key agreements on disaster risk reduction, climate change and financing for development. The work of ECE on the nexus between water, food, energy and ecosystems was an example of a cross-sectoral approach that would accelerate progress toward the achievement of the Sustainable Development Goals.

16. The United Nations system had developed the mainstreaming, acceleration and policy support strategy to support Member States, as goals and targets were most likely to be achieved if they were systematically integrated into national and subnational plans, policies and budgets. UNDP was helping 20 Member States incorporate the 2030 Agenda into their national plans through its rapid integrated assessment tool and had established innovation facilities to examine how to make better use of big data and digital technologies. The whole-of-government approach must be supported by a "whole-of-United Nations" approach. Much joint work had already been done in that regard, including the Poverty-Environment Initiative of UNDP and the United Nations Environment Programme (UNEP).

17. More imaginative ways to work with the private sector, which was responsible for 60 per cent of gross domestic product, 80 per cent of capital flows and 90 per cent of jobs in developing countries, were needed. Fortunately, many private companies saw a business case for embracing the Sustainable Development Goals. The adoption by the Group of 20 of an inclusive framework encouraging Governments to create incentives for business activities that would further the implementation of the Goals was a positive development.

18. **Ms. Puri** (Deputy Executive Director, United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)), panellist, said that integration and innovation were particularly relevant from the perspective of gender equality and women's empowerment. The 2030 Agenda must be implemented in a gender-responsive manner; its universal scope meant that it applied to all people, not just all States. The commitments of Member States to gender equality in such initiatives as the 2030 Agenda, the Addis Ababa Action Agenda, the Paris Agreement, the high-level review of the implementation of Security Council resolution 1325 (2000) and the 20-year review of the implementation of the Beijing Declaration and Platform for Action constituted an unprecedented compact adopted by Member States, on which the United Nations must now deliver.

19. The 2030 Agenda recognized that sustainable development could not be achieved without gender equality. The Beijing Platform for Action was therefore a normative framework for sustainable development as a whole, not gender equality alone. In the 2030

Agenda, Member States had undertaken to increase investment to close the gender gap and strengthen support for institutions in relation to gender equality. At its sixtieth session, the Commission on the Status of Women had set out a road map for the gender-responsive implementation of the Agenda, which the United Nations and Member States must follow in an integrated and innovative way.

20. Integration meant the systematic mainstreaming of a gender perspective in the implementation of the 2030 Agenda. UN-Women would monitor such integration and coordinate United Nations efforts to implement the gender equality compact. Also essential was the substantive integration of the United Nations approach to its operational work on the ground, knowledge generation and management, and advocacy. The question of how to make best use of the normative role of the Organization at the global, regional and national levels must be considered. All United Nations entities and intergovernmental forums must implement the gender equality compact and contribute to the achievement of Sustainable Development Goal 5.

21. Progress on gender equality was inherently linked to social, economic and political innovation. All available tools, including innovations in technology and advocacy, must be used to challenge inequality. The United Nations must help Member States to take inspiration from global norms, which would involve addressing the issue of certain States inaccurately claiming that they were already doing enough. It should also emphasize the indivisibility of the Sustainable Development Goals and the related targets in order to prevent selective implementation. United Nations entities should strengthen institutions dealing with gender equality and ensure that all other institutions were gender-sensitive.

22. The gender-related resource gap should be closed through investment. The United Nations system should also support the production and monitoring of gender-responsive statistics, indicators and frameworks to ensure that progress was properly measured and that the best policies were in place. Youth movements, women's rights organizations, faith-based organizations, and men and boys should be involved in implementing the 2030 Agenda, given its emphasis on inclusiveness. Intergovernmental processes must be integrated in terms of the mandates issued to United Nations agencies. The gender equality compact must be upheld by governance and norm-setting bodies and respected in the global and regional reviews related to the 2030 Agenda. UN-Women stood ready to support integration and innovation to achieve the Sustainable Development Goals and ensure that no woman or girl was left behind.

23. **Mr. Harris** (Director, New York Office of the United Nations Environment Programme (UNEP)), panellist, said that silos should not be broken down entirely; rather, ways must be found to work across them so that specialists could communicate with one another and contribute to the implementation of the 2030 Agenda. The United Nations was the only entity that brought together world-class expertise in every field of human endeavour. Just as Governments would be unable to function properly if they were not organized into ministries, the United Nations would lose its ability to support Member States if the specializations of its components were lost in a bid to break down silos.

24. Efforts to deliver as one must be coordinated at the Headquarters level. If policies were developed in silos, country teams could coordinate but not integrate them. The ways in which policies would affect one another should be considered when they were formulated, taking into account the transmission channels and spillover between sectors. Such an approach would give more nuanced results: even if a given policy did not provide the optimal response to the problem it was intended to address, it would not cause unintended harm and could contribute to better outcomes in other areas. For example, deforestation and land clearance for agriculture led to soil erosion and degradation, which reduced agricultural productivity and caused migration to cities, thereby exacerbating urbanization challenges and increasing demand for energy, which could result in the burning of more fossil fuels. The links between sectors in what at first seemed a purely agricultural issue enabled intervention through policies on land use and management, agricultural techniques, transport, energy and urbanization.

25. Fortunately, certain elements of that approach were being adopted. Policy coherence was all the more important because what sometimes appeared to be obstacles to coordination, such as the different funding mechanisms and governance arrangements within the United Nations system, in fact existed for good reason. Member States should bear in mind that United Nations agencies could not make the necessary changes without their support and guidance.

26. **Mr. Aguirre Vacchieri** (Chile) said that despite good intentions regarding integration and the breaking down of silos, there was often resistance to change within the United Nations system, as agencies and institutions were afraid of losing power or influence. The 2010 earthquake in Haiti had illustrated the problem: there had been so many actors on the ground that it had been impossible to organize help and provide transport. Everyone wanted coordination, but only if they could take the lead. That problem was also reflected in the work done in separate silos by the General Assembly and the Council to implement and monitor the 2030 Agenda. He sought further information regarding the obstacles and resistance encountered by the panellists in adopting an integrated approach, and in particular whether special training for staff had been necessary.

27. **Mr. Al-Musawi** (Iraq) said that the regional commissions provided opportunities to build consensus among Member States on integrated policies for implementation of the Sustainable Development Goals. He asked how ECE, for example, whose members fell into the categories of States members, prospective States members and non-States members of the European Union, could engage all actors in such integration.

28. Since Africa had the largest number of young people of any continent, it might appear to have significant untapped human resources that could help implement the Sustainable Development Goals. However, human resources by themselves were not enough; they must be integrated with other resources, although young people should be maintained at the centre of implementation. He asked how the Special Adviser on Africa had developed integrated, innovative policies to ensure that youth were part of, and not an obstacle to, the Sustainable Development Goals. Breaking down silos did not mean eliminating specializations. Diverse methods could be used to achieve a shared goal, the challenge being their coordinated management.

29. **Mr. Marobe** (South Africa) said that the national development plan adopted by his country in 2012 was aligned with the Sustainable Development Goals and would serve as a platform to implement the 2030 Agenda and Agenda 2063. South Africa therefore had a head start in the implementation process, especially in addressing poverty, inequality and unemployment. To empower all stakeholders to contribute, government performance plans had been adjusted to focus more on outcomes than on activities. National development targets and indicators had been rationalized to improve reporting.

30. A universal intergovernmental instrument addressing illicit financial flows was essential in order for Africa to achieve the Sustainable Development Goals and implement Agenda 2063.

31. While the integration of a gender perspective in nearly all the Goals was welcome, policy innovation was needed to accelerate progress through stronger laws, policies and institutions, better data and scaled-up financing for sustainable development initiatives by women.

32. **Mr. Friis Bach** (Executive Secretary of the United Nations Economic Commission for Europe (ECE)) said that the Sustainable Development Goals would shape cooperation, break down silos and establish issue-based coalitions to help Member States implement the 2030 Agenda. However, to build stronger coalitions, Member States should provide the regional commissions with strategic leadership rather than micromanage them. Instead of insisting on individual mandates for each organization, Member States should view the 2030 Agenda as providing a single mandate. Likewise, assessed, core and pooled funding should increase to allow coordinated work across United Nations agencies. Micromanagement and special mandates were the primary obstacles to coordination.

33. ECE worked with many countries in the context of their United Nations Development Assistance Frameworks and national planning strategies; however, States should encourage it to increase such support. ECE developed hundreds of norms and standards and helped Member States to convert them into action at the national level. It also worked at the regional level through its Regional Forum on Sustainable Development and joint meetings with the Regional Coordination Mechanism and the Regional UNDG Team for Europe and Central Asia.

34. The regional commissions were universal by nature and designed to reach out to other regional organizations; they could help translate global goals into regional policy. Such transboundary issues as migration, climate change, water scarcity, transport and trade required regional responses. In that regard, ECE

served as an inclusive forum where all stakeholders could meet at the regional level.

35. **Mr. Abdelaziz** (Special Adviser to the Secretary-General on Africa) said that, when the Secretariat had conducted its mandate review in 2006, it had been unable to determine which bodies were implementing which mandates. The number of mandates must be limited, responsibilities clearly defined and closer linkages established between the implementing bodies.

36. Unlike companies, which tended to have one- or two-year strategic plans, United Nations agencies were required to budget for activities that would not be implemented for several years, without knowing how the world economy and the situation on the ground would change in the interim.

37. Regarding the large reservoir of human resources in Africa, the mandate of his Office was to support Agenda 2063. The 2030 Agenda was a compromise in terms of goals, targets and indicators, whereas the African Union had adopted the more ambitious Agenda 2063 and the Common African Position on the Post-2015 Development Agenda. While the Sustainable Development Goals did not specify by how much youth unemployment should be reduced, for example, the First Ten-Year Implementation Plan (2014-2023) of Agenda 2063 called for a 25 per cent reduction.

38. For the African Union, domestic resource mobilization was essential to achieving Agenda 2063 and enhancing the nexus between development, peace and security, governance and human rights, but would need to be supported by aid and investment. His Office did not believe that domestic resource mobilization was sufficient to address youth and female unemployment, and supported the innovative financing methods in the Addis Ababa Action Agenda.

39. The report of the High-level Panel on Illicit Financial Flows from Africa addressed governance issues, including natural resources and corruption, and dealt with taxation. Many large companies operated in Africa but paid no tax; as a result, every year the continent was losing $50 billion that could otherwise be used to implement Africa's transformative agenda. The report was intended to help African countries to curb economic losses and to implement the Sustainable Development Goals and Agenda 2063.

40. **Mr. Harris** (Director, New York Office of the United Nations Environment Programme (UNEP)) said that existing organizational constraints made the integration of work difficult. In any case, specialization should not be eliminated; rather, silos must be opened to afford channels of communication. The ways in which policies were integrated would vary from one context to another. For example, UNEP and the World Health Organization (WHO) collaborated differently in China and in Vanuatu, as the issues facing each country were different.

41. The 2030 Agenda was universal in scope, unlike the Millennium Development Goals (MDGs), and required more flexible policy integration to address the needs of all Member States, which would evolve over time. United Nations agencies should also show more flexibility in collaborating with each other and supporting Member States.

42. **Ms. Puri** (Deputy Executive Director, United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)) said that coordination did not entail the conflation of mandates. As stated in the 2030 Agenda, each United Nations agency should support implementation on the basis of its comparative advantages and specialization.

43. The United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women was designed to hold United Nations system agencies accountable for such equality and empowerment. Its success was borne out by the fact that 64 United Nations entities now reported on the performance indicators set out in it. The Action Plan was now being aligned with the Sustainable Development Goals, with a view to developing a new, corporate-level system-wide action plan and, in the context of UNDG, harmonized scorecards for the country teams.

44. Gender must be mainstreamed in the work of all the agencies. The establishment of UN-Women did not absolve other agencies of their responsibility for gender equality, although the Entity served as a force multiplier. The Sustainable Development Goals would drive new forms of coordinated support and mobilization. It was a matter not only of having stronger policies and institutions but also of promoting women's leadership and creating an enabling environment to honour the gender equality compact. The sixtieth session of the Commission on the Status of Women had emphasized the role of a socially responsible and accountable private sector in that environment.

45. **Mr. O'Neill** (Assistant Administrator, United Nations Development Programme (UNDP)) said that it was important to highlight the work being done among and across agencies to replicate and scale up positive examples. While he did not agree that enthusiasm for reform was lacking, he understood how that impression might be given. Many problems were not specific to the United Nations system, but rather a product of human nature and complex bureaucracies.

46. The diversity of the system must be recognized and used to achieve greater efficiency and progress, without limiting recourse to specialization when required. The need for such diversity must be reconciled with the need for coherence. As with any other bureaucracy, it was necessary to agree on the need for further reform; to take every opportunity to ensure that Member States understood that extensive reforms were under way; and to request specific suggestions for reform guided by United Nations principles. Strategic guidance and direction must be provided without micromanagement. Ideas and proposals should be guided by empirical evidence and experience from the field.

47. There was currently a debate on whether a single body should govern all United Nations funds and programmes. While some benefits could arise from that scenario, a single body might struggle to cover the breadth of activities and diverse mandates across the system. To achieve coherence at the country level, resident coordinators must have sufficient authority and capacity to provide coordination within a properly functioning country team that was accountable to the Government and to Member States. Strategic guidance from Member States must take account of different perspectives across Governments. The good practice embodied by the relationship between ECE and the Regional UNDG Team in Europe and Central Asia should be examined with a view to replicating it elsewhere. The most powerful levers for development would emerge when there were incentives for integration and initiatives that encouraged cooperation between agencies through pooled funding. Further action in that direction remained the responsibility of Member States.

48. **Ms. Carpentier** (United Nations Conference on Trade and Development (UNCTAD)) said that the Sustainable Development Goals and the 2030 Agenda had substantially increased the demand for evidence-based analysis to ensure integrated and coordinated policies. UNCTAD had provided policy integration advice to Member States for the previous 50 years and welcomed the comprehensive and integrated nature of the Goals, which mirrored its own objectives. In contrast to the MDGs, the Sustainable Development Goals addressed not only the outcomes but also the root causes of inequality and poverty.

49. In terms of policy integration at the national level, UNCTAD led the United Nations Inter-Agency Cluster on Trade and Productivity Capacity, which brought together 15 agencies, including the five regional commissions, to respond to Member States' requests for support in developing policies that took into account the linkages between trade, poverty reduction, and sustainable and human development. The Cluster helped to develop tailor-made policy advice for Member States.

50. At both the regional and global levels, UNCTAD gave its partners advice that informed policymaking across the spectrum. The Addis Ababa Action Agenda had reiterated that the role of UNCTAD as the focal point within the United Nations system for the integrated treatment of trade and development and interrelated issues in the areas of finance, technology, investment and sustainable development, should be strengthened.

51. At the request of Member States, UNCTAD had piloted cabinet-level executive retreats for the newly elected Governments in Malawi and Mozambique, drawing upon its wealth of experience in policy review and technical cooperation. Other examples of integrated UNCTAD work included the Investment Policy Framework for Sustainable Development, which would help to align investment with the Sustainable Development Goals, and the Policy Guide on Youth Entrepreneurship. At the fourteenth session of the Conference, the Aid for e-Trade initiative would be launched to help developing countries.

52. While the primary responsibility for the implementation of the Sustainable Development Goals lay at the national level, an integrated approach to creating an enabling international environment was also crucial. Consequently, UNCTAD monitored the impact of each country's policies on trade, investment, finance, technology, regulations and institutions.

53. **Ms. Mucavi** (Food and Agricultural Organization of the United Nations (FAO)) said that the complexity of the 2030 Agenda called for a cross-sectoral

approach and for enabling policy and institutional environments. The United Nations system must provide coordinated support to countries through appropriate policies and instruments.

54. FAO supported national implementation of such international policies and norms as the Principles of Responsible Investment in Agriculture and Food Systems and the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security, two innovative sustainable development policy instruments endorsed by the Committee on World Food Security, a multi-stakeholder FAO forum. A similar approach had been taken to implement the Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication, developed by the FAO Committee on Fisheries. Such examples proved that coordination and innovation would help ensure the implementation of the 2030 Agenda.

55. **Mr. Pinheiro** (International Labour Organization (ILO)) said that integration should not entail destroying the value added of specialization. Instead, comparative advantages must be exploited. The United Nations system must preserve its diversity, which was its major strength, especially at the country level, and not seek to adopt a one-size-fits-all framework. However, the normative framework of the United Nations was its common denominator and reflected the values of the Organization and the consensus among Member States. Consequently, ILO had promoted the use of the same normative framework in all United Nations operations.

56. The discussion of sustainable development for all during the Council's 2015 integration segment had provided valuable input for the current segment. As stated at that time, economic growth was not yet reflected in decent job opportunities. On the contrary, despite positive economic prospects in some countries, others still experienced slow employment growth, stagnant wages and widening economic inequalities. The notion that inclusive growth and decent jobs were two sides of the same coin formed the basis for the Sustainable Development Goals. Environmental sustainability and economic growth were also mutually reinforcing, as research had shown that the transition to more environmentally sustainable objectives could create jobs and increase productivity.

57. The 2030 Agenda could not be adopted without breaking down silos and adopting an integrated approach. For ILO, integration was a matter not only of survival but also of enhancing its impact. For years, it had worked only with labour ministries, whose limited role in job creation had ultimately obliged it to seek other partners. Joint initiatives such as the Global Initiative on Decent Jobs for Youth and the Social Protection Floor Initiative engaged business, civil society, the private sector and academic institutions and addressed cross-cutting issues. Cooperation with even more diverse partners would be needed to benefit from the value added of specialized agencies.

58. **Mr. Friis Bach** (Executive Secretary, United Nations Economic Commission for Europe (ECE)) said that the memorandum of understanding between the International Trade Centre, UNCTAD and ECE on the World Trade Organization Agreement on Trade Facilitation was a good example of how organizations could work together: ECE hosted the United Nations Centre for Facilitation of Procedures and Practices for Administration, Commerce and Transport, the global body that set the standards for trade facilitation, e-commerce and e-trade, while UNCTAD provided capacity-building for Governments and the International Trade Centre worked with the private sector. As another example, the work of FAO and ECE in the area of forestry had been merged: the FAO European Forestry Commission and the ECE Committee on Forests and the Forest Industry shared a secretariat and workplan and issued joint reports. ECE also worked closely with ILO. Those examples demonstrated that it was possible for agencies to work together effectively within the existing framework. There was a strong will to break down barriers, and the 2030 Agenda provided a unique opportunity to push for stronger cooperation. The agencies wanted to collaborate, and he encouraged Member States to continue to push them to do so.

59. **Mr. Abdelaziz** (Special Adviser to the Secretary-General on Africa) said that it was important to synchronize the mechanisms established by regional and subregional organizations to implement the 2030 Agenda and Agenda 2063. Africa was ahead of the United Nations in establishing such structures. It was also important to link monitoring and evaluation mechanisms, in particular the United Nations monitoring mechanism to review commitments made

towards Africa's development and the high-level political forum on sustainable development.

60. The nexus between peace and security, development and good governance, including in relation to the initiative on "silencing the guns" in Africa by 2020, should be strengthened. In general, it was important to expand the global partnership for development, in particular to support African countries, least developed countries, landlocked developing countries and small island developing States.

61. **Mr. O'Neill** (Assistant Administrator, United Nations Development Programme (UNDP)) said that, with the Sustainable Development Goals defined and discussions on financing for development under way, it was important to determine how the United Nations could best support the implementation of the 2030 Agenda. He encouraged Member States to provide guidance to the agencies on enhancing collaboration, taking into account existing forms of cooperation, some of which were more successful than others. While change was essential, he asked Member States to be practical in their proposals. Financing mechanisms would have the greatest impact on the ability of agencies to achieve results; in that connection, he urged Member States to provide non-earmarked and pooled funding. Most importantly, all changes should be made with a view to improving implementation on the ground.

62. **Mr. Harris** (Director, New York Office of the United Nations Environment Programme (UNEP)) said that environmental concerns, which had for many years been seen as ancillary, were now part of the mainstream sustainable development agenda and had changed how experts thought about their own fields. For example, UNEP had long been concerned with the illegal trade in charcoal, as it deprived source countries of revenue and fostered organized crime. However, he had recently learned in conversation with a colleague at WHO that the trade also played a large role in the 3.5 million deaths that occurred every year as a result of indoor air pollution, and was thus a major health concern. That conversation had given him a new perspective on his work and had demonstrated that an integrated approach could enable staff to consider all the potential effects of their actions, even outside their area of competence. Having a full picture of the links between different areas would improve the work of each entity and the support provided by the agencies to Member States.

63. **Mr. Ullah** (Executive Director, Stakeholder Forum for a Sustainable Future) said that policy integration for sustainable development required openness to stakeholder involvement and would of necessity be a long-term undertaking, as the temporal aspect of such development was its defining characteristic. Analysis related to policy integration involved examining trade-offs and synergies. Speaking in his capacity as Executive Director of the Stakeholder Forum for a Sustainable Future, he said that the Forum planned to apply the methodology it had piloted in its report on the classification of interlinkages to all the Sustainable Development Goals.

Closing of the segment

64. **Mr. Wu** Hongbo (Under-Secretary-General for Economic and Social Affairs) said that while 2015 had been a year of landmark agreements, 2016 was a year of implementation. It was time to honour the commitments made in the 2030 Agenda, the Addis Ababa Action Agenda and the Paris Agreement. The integration segment provided an opportunity to bring together different analytical competencies and experiences to integrate the three pillars of sustainable development and was crucial for examining key policy questions.

65. The bottom-up innovations discussed at the 19th meeting in relation to the radio series "My Perfect Country", produced by the BBC World Service and the Institute for Global Prosperity, demonstrated the huge untapped potential for promoting law and access to justice in Uganda, e-governance and digital technologies in Estonia, and renewable energy and sanitation in Costa Rica. They also proved that implementing the 2030 Agenda would require both top-down and bottom-up approaches that brought together individuals, civil society, the private sector and Governments to find innovative and practical solutions.

66. With the 2030 Agenda as its road map, the United Nations system was working to support the design and implementation of coherent and integrated approaches for the achievement of the Sustainable Development Goals. His Department was supporting the Goals by strengthening and integrating its proven in-house analytical capacity in areas such as the global economy, social development, population, public administration, data, statistics, financing and capacity-building; responding to Member States' increased demand for integrated support to build national

capacities for Sustainable Development Goal implementation, including through technical cooperation and advisory services; actively promoting the participation of a wide range of stakeholders, including academia, the scientific community, civil society and the private sector, that worked towards sustainable development solutions; and contributing to effective implementation by providing analysis and recommendations that informed Member States' deliberations on country-level operational activities, most recently through the report of the Secretary-General on the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (A/71/63-E/2016/8) and the provision of support to the Council dialogue on the longer-term positioning of the United Nations development system. In addition, the Department was working through the Executive Committee on Economic and Social Affairs to ensure a coordinated approach and to deliver as one.

67. Finally, the Department would continue to support the intergovernmental deliberations of the Council. The forum on financing for development follow-up and the high-level political forum on sustainable development were crucial for mutual learning, peer support and the follow-up and review of the 2030 Agenda.

68. **The President** said that the "My Perfect Country" radio series linked the integration segment and the Council to the outside world. The Council's deliberations at its 19th meeting had highlighted that simple initiatives could do much to achieve sustainable development. As demonstrated by the examples of Costa Rica, Estonia, India and Uganda, innovations in energy, justice, sanitation and digitization could have profound impacts on integrating the three dimensions of sustainable development at the local and national levels.

69. The 2016 integration segment, the first to be held since the adoption of the 2030 Agenda, was timely because it coincided with the adjustment and formation of strategies for implementing the Agenda. As recognized in the discussions, integration was challenging but essential for the achievement of the Sustainable Development Goals. Given the complexity of the 2030 Agenda, it would require innovative solutions. A number of key players were already addressing interlinkages between the Goals. Through the exchange of knowledge regarding those implications, strategies for implementation and for replicating or scaling up achievements had been generated. Integration would be achieved by instilling ownership at all levels: all stakeholders must become partners.

70. Each country would require contextualized policy solutions to implement the 2030 Agenda. Only through integration and innovation could States surmount development hurdles coherently and in line with national priorities. Innovation did not always need to be based on novel technologies, but could be achieved by applying existing technologies in new ways and learning from successful new approaches. It was also important for Governments to create innovation-enabling environments. While a truly integrated policy framework was needed, possible trade-offs should also be considered; the time required for consultation across sectors and actors could delay policy initiatives, although the longer-term benefits of such investments were incalculable. It was necessary to build on successes and learn from failures, establishing knowledge systems and incorporating evaluation mechanisms from the outset. Institutions, especially in the public sector, must be equipped with the skills, tools and systems needed to forge an integrated approach to policymaking.

71. The appropriate use of innovative technologies and other tools must be considered, especially given the scope and scale of the 2030 Agenda; more innovation-sharing should occur between countries. The multilateral system would need to support national efforts and multi-stakeholder partnerships to achieve the Agenda.

72. The integration segment would continue to provide a unique opportunity to bring together development actors, including the subsidiary bodies of the Council, in advance of the high-level political forum, to assess integration and coherence in the implementation of the Sustainable Development Goals.

The meeting rose at 12.55 p.m.